A multilevel review of artificial intelligence in organizations: Implications for organizational behavior research and practice

Abstract

The rising use of artificially intelligent (AI) technologies, including generative AI tools, in organizations is undeniable. As these systems become increasingly integrated into organizational practices and processes, understanding their impact on workers' experiences and job designs is critical. However, the ongoing discourse surrounding AI use in the workplace remains divided. Proponents of the technology extol its benefits for enhancing efficiency and productivity, while others voice concerns about the potential harm to human workers. To provide greater clarity on this pressing issue, this article presents a systematic review of empirical research that sheds light on the implications of AI use at work. Organized under five inductively generated themes within a multilevel framework, we uncover individual, group, and organizational factors that shape the interplay between humans and AI. Specifically, the themes are: (1) human–AI collaboration; (2) perceptions of algorithmic and human capabilities; (3) worker attitudes towards AI; (4) AI as a control mechanism in algorithmic management of platform■based work; and (5) labor market implications of AI use. Our review offers insights into these themes and identifies five pathways for future research. Finally, we provide practical recommendations for organizational leaders seeking to implement AI technologies while prioritizing their employees' well■being.